

# THE MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT BETWEEN TRANSFORMATIONAL LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN PUBLIC BANKING SECTOR IN LIBYA

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## Abstract

The banking system in Libya has been facing various challenges due to the political instability and divided governance in the country. This situation has created unique features for the financial sector in Libya. This study aims to explore the relationship between transformational leadership styles, namely idealized influence, inspirational motivation, intellectual stimulation, individualized consideration with mediating role of organizational commitment and employee performance in the public banks sector in Libya. To achieve these objectives, quantitative research method was utilized by developing questionnaire survey and distributing 411 copies to the employees working for five public banks that have operating branches in Tripoli. The data was analysed using SPSS and Smart PLS. The results showed significant relationship between idealized influences, inspirational motivation, and organizational commitment and employee performance in the Libyan public banks which support what was found in the majority of the previous published literature. But unlike the majority of the published literature, intellectual stimulation and individualized consideration was found to be insignificant with employee performance in the Libyan public banks. In addition, the organizational commitment has a significant relationship with employee performance. Finally, organizational commitment showed a significant mediating effect on the relationship between idealized influence, inspirational motivation, and intellectual stimulation with employee performance. However, organizational commitment showed insignificant mediating effect on the relationship between individualized consideration and employee performance.

**Keywords:** Leadership, Economic, Commitment, Engagement, Business Success, Management

## 1. INTRODUCTION

Libya has witnessed political, economic and social changes that affected several aspects, including the banking sector, which is trying to provide a variety of good services to its customers: but this sector faces many challenges, such as entering foreign banks as external competitors (El-Brassi et al., 2018), shifts in adopting Islamic banking (Alnaas, 2021). Furthermore, banking sector face strong competitive from post offices which provide financial services to a huge number of customers, reaches to twice the number of bank customers, not only poor customers of post offices, but bankers emphasized that the provision of banking products and services to major customers may make the post offices in strong competition with banks to attract this segment of customers (Alrafadi, 2020).

Literature review of the previous studies documented that; transformational leadership has effect on employee's performance (Anderson, 2017; Naderi et al., 2019; Ng, 2017; Novitasari et al., 2020). However, these studies were conducted on different sectors in different countries

have different culture, and the results of these previous studies cannot be generalizing to other countries with different culture such as Libya (Albashir et al., 2017; Alnaas, 2021; Alrafadi, 2020; El-Brassi et al., 2018; Omran, 2016). Therefore, the current study comes as attempt to full this gap, by examine the effect of transformational leadership on employee's performance in the public banks sector in Libya, specifically in Tripoli. Previous studies confirmed relationship between transformational leadership and organizational commitment such as (Chai et al., 2017; Jain et al., 2019; Keskes et al., 2018; Novianti, 2021; Vipraprastha et al., 2018). Previous studies don't clarify how transformational leadership effect organizational commitment, under which mechanism transformational leadership effect organizational commitment, don't clarify the mechanism make understanding this relationship unclear (Eliyana & Ma'arif, 2019; Purwanto, 2020). Scholar suggested that, transformational leadership effect organizational commitment by social exchange mechanism (Eliyana & Ma'arif, 2019; Purwanto, 2020). Therefore, current study come to full this gap, by examine the effect of transformational leadership on organizational commitment under social exchange theory in banks sector in Libya. Furthermore, the mediating role of organizational commitment in the relationship between transformational leadership and employees performance not explored yet in Libya, furthermore, transformational leadership theory and social exchange theory between leadership and employee to build organizational commitment and improve employee's performance not explore in the banking sector in Libya, therefore, the current study aims to full this gap, by examine the direct effect of transformational leadership on employee performance underpinning Bass' transformational leadership theory, examine the direct effect of transformational leadership on organizational commitment, and direct effect of organizational commitment on employees performance underpinning social exchange theory, and mediating role of organizational commitment on the relationship between transformational leadership and employees performance based on social exchange theory on banking sector in Libya.

## 2. LITERATURE REVIEW

### Idealized Influence

Employee performance may be described as the successful execution of work by workers, as specified and assessed according to established criteria, while successfully using resources that are supplied in an environment that is always changing (Matar et al., 2019). The term "employee performance" refers to the degree to which a person completes the work that they have been given. There is a correlation between an employee's success and their ability to meet their own personal goals and ambitions (Menchaca & Durran, 2019). The authors reported that workers are seen as having high levels of performance when they successfully accomplish the goals and objectives that have been established by the firm. De Roo and Mauder (2018) acknowledges that performance management plays an important role in improving the overall performance of people by providing feedback, defining objectives, and working toward achieving those goals (De Roo & Mauder, 2018). According to Matar et al. (2019), performance also plays a role in the expansion and success of a company, with the primary emphasis being placed on aligning the competences and areas of expertise held by workers with the goals and

aims of the business. According to Mulholland et al. research (2020), which was published in 2020, improving and maintaining the performance of workers is dependent on the leadership of the organisation. To successfully complete the organization's purpose and realise its vision, a seamless blend of resources (including money, time, commitment, and effort) is required. In addition, leaders need to have the abilities necessary to boost employee performance, which includes integrating workers in the establishment of common objectives, defining responsibilities, and delivering performance evaluation in a methodical manner (Mulholland et al., 2020).

H1: Idealised Influence significantly impacts on Employee Performance

### **Inspirational Motivation**

Motivation, as defined by Salas-Vallina and Fernandez (2017), is the force that inspires an individual worker to achieve the intended objectives. It is also seen of as being the cause of the pressure that already exists in workers or in human beings to reach the objectives that have been set (Salas-Vallina & Fernandez, 2017). According to Ameen et al. (2021), there are three primary aspects that make up an individual's motivation: needs, incentives, and drives. As a result, employee motivation or employee motivation is the process by which the leadership of an organisation inspires or convinces the workers working for the firm to attain the goals or objectives that are wanted by the organisation (Ameen et al., 2021).

Koskei (2020) argued that transformational leaders are better placed to single out key elements that facilitate employee fulfilment (Koskei, 2020). A Kenyan study (Afolayan & Babalola, 2020) that sampled small and medium-sized enterprises (SMEs) established that individualized consideration strongly collected with change management during the change in the SMEs. Mahmud et al. (2018) argue that understanding employees' personal life and the relationship between private life and work is an essential quality of transformational leaders. They can use a quality to facilitate transformations within organizations by strategically engaging employees at a personal level (Mahmud et al., 2018).

H2: Inspirational Motivation has significantly influences on Employee Performance.

### **Intellectual Stimulation**

Intellectual stimulation, in its most fundamental sense, denotes the adoption of “new”, “innovative”, and “creative” approaches to problem solving in place of more traditional approaches (Matar et al., 2019). According to Lancioni et al. (2022), creativity refers to the potential that individual workers possess, which allows them to develop ideas or products about certain activities that are basically original and non-conventional in nature. This talent enables the workers to be innovative. Intellectual stimulation is the level to which transformational leaders inspire people to be creative and imaginative in the way in which they accomplish or think about job-related issues and activities. This has been characterised as the amount of intellectual stimulation that an employee receives (Lancioni et al., 2022). Shafique and Ahmad (2022) conducted research on the relationship between intellectual stimulation and the levels of innovation and creativity in small and medium-sized businesses (SMEs) in Pakistan. He

discovered that transformational intellectual stimulation had a positive effect on the overall level of creativity in organisations (Shafique & Ahmad, 2022). Khalid et al. (2020) conducted an investigation on the impact that intellectual stimulation has on the levels of creativity shown by health managers working in tertiary hospitals, and they came to similar conclusions (Khalid et al., 2020). Additionally, Torlak and Kuzey (2019) discovered that transformational leaders cognitively stimulate workers to be more creative and inventive by including followers in decision-making, empowering them, coaching and training them, and providing them with opportunities to learn (Torlak & Kuzey, 2019).

H3: Intellectual Stimulation has significant influences on employee performance

### **Individualized Consideration**

Transformational leaders have the ability, via customised attention, to rid employees of work uncertainty, hence improving employee performance and productivity, as well as the realisation of total organisational productivity and performance (Koveshnikov & Ehrnrooth, 2018). A research and development organisation performed a long-term study with a sample size of 349 professionals and discovered that transformational leadership was positively connected with greater quality and performance. Another study that was conducted by Agyemang et al. (2017) to determine the effect of leadership style on the effectiveness of groups found that groups with leaders who individualised consideration performed better. This finding suggests that there is both a direct and indirect positive relationship between leaders who use the Individualized consideration style and performance (Agyemang et al., 2017). Lastly, Individualized consideration was found to be positively associated with employee productivity in a study that was carried out in 2016 at Al-Madina International University by Alsharif (2020) in order to investigate the effect of the leadership style on employee productivity. The study was carried out at Al-Madina International University (Alsharif, 2020).

H4: Individualized consideration has significant influences on Employee Performance.

### **Organizational Commitment**

Previous study has given a significant amount of emphasis to the topic of organisational commitment in relation to employee performance. For instance, Astuty & Udin (2020); Chidir et al. (2020); and Donkor and Zhou (2020) revealed that there is a positive correlation between the two factors (Astuty & Udin, 2020; Chidir et al., 2020; Donkor & Zhou, 2020). On the other hand, Rahim and Jam'an (2018) discovered that there is no relationship between the two conceptions (Rahim & Jam'an, 2018). In their last study, Al-Fakeh, et la. (2020) investigated the relationship between organisational commitment and employee performances while taking into account the moderating effects of experience, gender, and performance. They made the discovery that experience and performance moderate the relationship between organisational commitment and employee performance parameters (Al-Fakeh et al., 2020).

H5: Organizational Commitment has significant influences on Employee Performance

H5a: Organisational Commitment mediates the relationship between idealized influences and employee performance

H5b: Organisational Commitment mediates the relationship between inspirational motivation and employee performance

H5c: Organisational Commitment mediates the relationship between Intellectual stimulation and employee performance

H5d: Organisational Commitment mediates the relationship between Individualized consideration and employee performance.

### Research framework

The Transformational Leadership 4Is inspire team members because they expect the best from each of them and feel responsible for their actions. Also, this type of leadership provides information, advice, support and encouragement to workers, increasing their motivation and optimizing their performance. This study applies the Transformational Leadership framework. Overall, this research examines Idealized Influences, Inspirational Motivation, Intellectual Stimulation, and Individualized consideration to determine Employee performance among the Libyan public banks; in addition, the mediating role of Organizational commitment on these relationships was also tested. As such, Figure 1 displays the proposed framework.

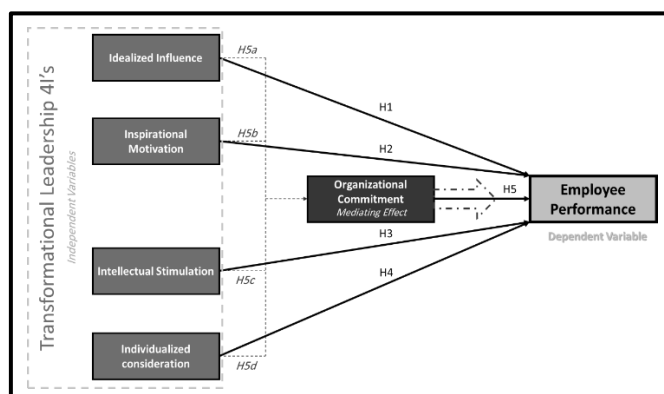


Figure 1: Conceptual framework

### 3. METHOD

In this research, the researcher will utilize quantitative research methods. Primary data was collected from employees working for five public banks that have operating branches in Tripoli, on which the respondents were selected based on non-probability sampling. The researcher distributed a total of 411 questionnaires on the employees of these banks, on which they were all returned and fully answered and valid for analysis. The researcher will use SPSS and Smart PLS as means of data analysis.

#### Instrument Development

The development of instruments was carefully executed to reflect the nature of this research. As such, the questionnaire was designed to include 32 items, and the variables were measured using the five-point Likert scale, with five standing for 'Strongly Agree' and one standing for

‘Strongly Disagree’. Since the participants spoke Arabic, the survey needed to be accurately translated from English to Arabic. As a result, a reverse translation was conducted, which is a common method for determining the accuracy of a translation in a cross-cultural survey (Brislin, 1970). Furthermore, the validated instruments listed in Table 1 were adopted from relevant prior researches to measure the variables in this research.

**Table 1: Research Instrument**

| Construct                    | No of Items | Citation             |
|------------------------------|-------------|----------------------|
| Idealized Influence          | 4           | Bass & Avolio (2000) |
| Inspirational Motivation     | 4           | Bass & Avolio (2000) |
| Intellectual Stimulation     | 4           | Bass & Avolio (2000) |
| Individualized consideration | 4           | Bass & Avolio (2000) |
| Organizational Commitment    | 16          | Allen & Meyer (1990) |
| Employee Performance         | 4           | Jalagat (2017)       |

#### 4. RESULTS AND ANALYSIS

The current study has assessed the proposed model in two steps consisting of the assessment of the measurement model (outer model) and the assessment of the structural model (inner model). However, before these two steps, a brief explanation is given regarding the respondents’ profiles.

##### Respondent Profile

The first segment of the instrument compiled information on background profile of the respondents which comprises of their Gender, Age, and Educational Level. The characteristics of each demographic profile are described below in Table 2.

**Table 2: Respondent Profile**

| Item            | Options            | Frequency | Percentage |
|-----------------|--------------------|-----------|------------|
| Gender          | Male               | 244       | 59.4       |
|                 | Female             | 167       | 40.6       |
| Age group       | 20 – 25 years      | 43        | 10.5       |
|                 | 26 – 30 years      | 117       | 28.5       |
|                 | 31 – 35 years      | 144       | 35.0       |
|                 | 36 – 40 years      | 75        | 18.2       |
|                 | 41 years and above | 32        | 7.80       |
| Education level | High School        | 9         | 2.2        |
|                 | Diploma            | 58        | 14.1       |
|                 | Bachelor           | 272       | 66.2       |
|                 | Masters            | 61        | 14.8       |
|                 | Doctorate          | 11        | 2.7        |

##### Measurement Model

The research model of this study was tested using SmartPLS 3.3. In addition, an examination was conducted regarding the measurement model (validity and reliability of the measures). As a result, not all of the constructs in the first run recorded AVE values higher than 0.5 for each

group of data (Hair et al., 2017), as the lowest AVE value reported is for Organizational Commitment (OC) (0.422). Furthermore, OC3, OC4, OC12 and OC13 scored low factor loadings (-0.029, 0.004, 0.009, and -0.010 respectively) which all were below the recommended level of 0.4 by Ramayah et al. (2018). Therefore, a form of modification was considered in the second run and, consequently, OC3, OC4, OC12 and OC13 were deleted to achieve satisfactory levels of AVE and factor loadings (Ramayah et al., 2018). Overall, all variables have achieved the cut-off point, as illustrated in Table 3 (see the results also in Figure 2).

**Table 3: Convergent Validity Results**

| Items | Factor Loadings | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-------|-----------------|------------------|-----------------------|----------------------------------|
| EP1   | .847            | .831             | .887                  | .663                             |
| EP2   | .838            |                  |                       |                                  |
| EP3   | .781            |                  |                       |                                  |
| EP4   | .788            |                  |                       |                                  |
| IC1   | .833            | .755             | .838                  | .568                             |
| IC2   | .858            |                  |                       |                                  |
| IC3   | .669            |                  |                       |                                  |
| IC4   | .627            |                  |                       |                                  |
| II1   | .751            | .798             | .869                  | .623                             |
| II2   | .789            |                  |                       |                                  |
| II3   | .810            |                  |                       |                                  |
| II4   | .806            |                  |                       |                                  |
| IM1   | .830            | .802             | .871                  | .629                             |
| IM2   | .843            |                  |                       |                                  |
| IM3   | .765            |                  |                       |                                  |
| IM4   | .727            |                  |                       |                                  |
| IS1   | .767            | .832             | .888                  | .665                             |
| IS2   | .846            |                  |                       |                                  |
| IS3   | .788            |                  |                       |                                  |
| IS4   | .856            |                  |                       |                                  |
| OC1   | .710            | .929             | .939                  | .563                             |
| OC2   | .709            |                  |                       |                                  |
| OC5   | .780            |                  |                       |                                  |
| OC6   | .770            |                  |                       |                                  |
| OC7   | .761            |                  |                       |                                  |
| OC8   | .822            |                  |                       |                                  |
| OC9   | .772            |                  |                       |                                  |
| OC10  | .761            |                  |                       |                                  |
| OC11  | .711            |                  |                       |                                  |
| OC14  | .803            |                  |                       |                                  |
| OC15  | .723            |                  |                       |                                  |
| OC16  | .668            |                  |                       |                                  |

(\*) OC3, OC4, OC12 and OC13 were deleted due to low factor loading and AVE, as OC AVE was 0.422 before deleting OC3 (factor loading -0.029), OC4 (factor loading 0.004), OC12 (factor loading 0.009), and OC13 (factor loading -0.010).

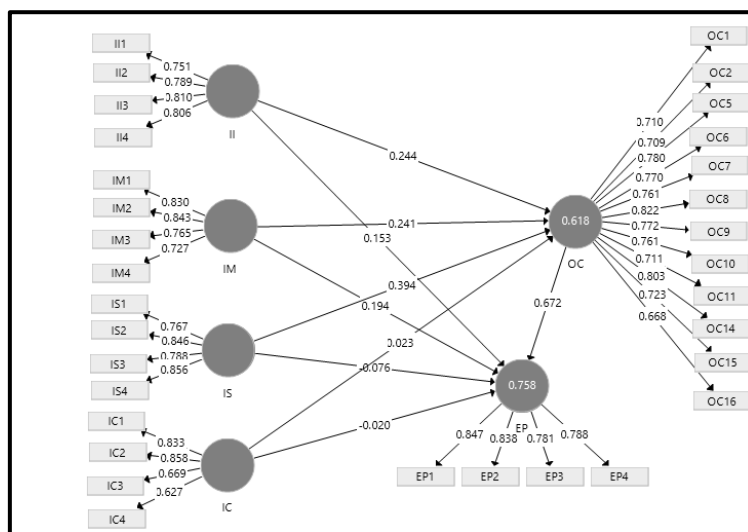


Figure 2: Model of PLS algorithm results (Measurement model)

Secondly, the discriminant validity was examined to assess how truly distinct a construct is from other constructs. In the area of distinguishing validity, the correlations between variables. The estimation of the model did not exceed 0.95, as suggested by Kline (2016) (Kline, 2016), and the validity was tested based on measurements of the square root of the average variance calculated for a construct and the correlations between constructs (Fornell & Larcker, 1981; Kline, 2016). Hence, Table 4 contains the results of the Fornell and Larcker Criterion and shows no value above the recommended cutoff point of 0.95 (Fornell & Larcker, 1981).

Table 4: Fornell and Larcker Criterion

|    | EP   | IC   | II   | IM   | IS   | OC   |
|----|------|------|------|------|------|------|
| EP | .814 |      |      |      |      |      |
| IC | .058 | .754 |      |      |      |      |
| II | .674 | .003 | .789 |      |      |      |
| IM | .700 | .088 | .654 | .793 |      |      |
| IS | .655 | .161 | .659 | .727 | .815 |      |
| OC | .849 | .108 | .661 | .689 | .733 | .750 |

Moreover, the Heterotrait-Monotrait ratio (HTMT) is a calculation that estimates the actual correlation between two constructs if they were properly assessed (i.e., if they were perfectly reliable) (Gold et al., 2001; Hair et al., 2017). Furthermore, HTMT is the average of all correlations of indicators across constructs measuring different constructs (i.e., HTMT correlations) compared to the (geometric) mean of the average correlations of indicators measuring the same construct (i.e., HTMT correlations) and can be used to assess discriminant validity, on which Gold et al. (2001) recommended the accepted level of HTMT to be below 0.90. As such, the accepted level of HTMT is 0.90 can be seen in

Table 5.



**Table 5: Correlation**

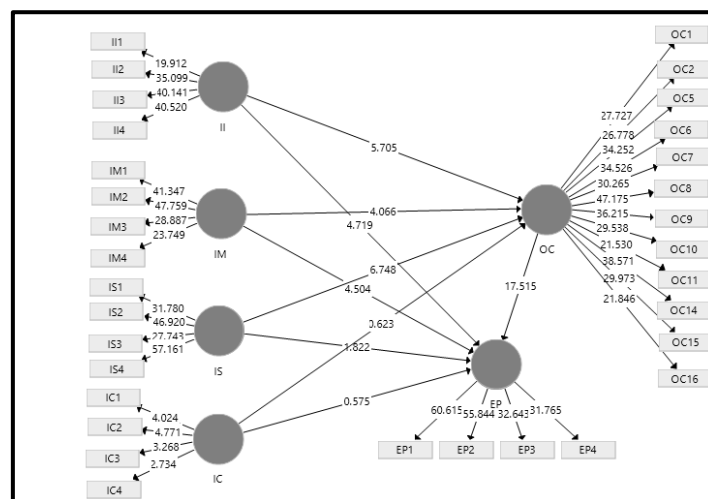
|    | EP   | IC   | II   | IM   | IS   | OC |
|----|------|------|------|------|------|----|
| EP |      |      |      |      |      |    |
| IC | .101 |      |      |      |      |    |
| II | .816 | .052 |      |      |      |    |
| IM | .855 | .119 | .810 |      |      |    |
| IS | .773 | .197 | .793 | .879 |      |    |
| OC | .855 | .137 | .761 | .792 | .824 |    |

**Structural Model**

The next step after the evaluation of the measurement model is to assess the structural model. In sync with PLS-SEM, there are six steps required to assess the structural model according to Hair et al. (2017) including the assessment of collinearity (step one), assessment of the path coefficients (step two), coefficient of determination ( $R^2$  value) (step three), blindfolding and predictive relevance  $Q^2$  (step four), effect size  $f^2$  (step five), and the mediating effect (step six) (Hair et al., 2017). **Error! Reference source not found.** illustrates the results of PLS bootstrapping.

**Table 6: Summary of Structural Model (PLS bootstrapping)**

| H  | Path     | Original Sample (O) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values | 2.50% | 97.50% | f2   | VIF   | R2   | Q2   |
|----|----------|---------------------|----------------------------|--------------------------|----------|-------|--------|------|-------|------|------|
| H1 | II -> EP | .153                | .032                       | 4.719                    | .000     | .092  | .218   | .244 | 2.186 | .758 | .492 |
| H2 | IM -> EP | .194                | .043                       | 4.504                    | .000     | .106  | .283   | .261 | 2.549 |      |      |
| H3 | IS -> EP | .076                | .042                       | 1.822                    | .069     | -.151 | .006   | .008 | 2.909 |      |      |
| H4 | IC -> EP | .020                | .035                       | 0.575                    | .565     | -.087 | .050   | .002 | 1.048 |      |      |
| H5 | OC -> EP | .672                | .038                       | 17.515                   | .000     | .595  | .744   | .712 | 2.621 |      |      |



**Figure 3: Structural Model (PLS bootstrapping)**

### **First: Assessment of the Structural Model for Collinearity Issues**

The first step in the structural model is to assess collinearity issues. It is vital to safeguard against collinearity issues between the constructs before performing a latent variable analysis in the structural model. As such, the collinearity has been measured by measuring the VIF value. The threshold value for the assessment is 3.3, following the recommendation of Diamantopoulos and Siguaw (2006) (Diamantopoulos & Siguaw, 2006). In this study, as illustrated in **Error! Reference source not found.**, all inner VIF values for the constructs are within the range of 1.048 to 2.909. All are less than 3.3, thus indicating that collinearity is not a concern in this study.

### **Second: Assessing the Significance of the Structural Model Relationships**

The bootstrapping approach was used to provide data for each path relationship in the model to evaluate the hypotheses, as shown in **Error! Reference source not found.** In PLS, bootstrapping is a nonparametric test that involves repeated random sampling with replacement from the original sample to generate a boot-strap sample and achieve standard errors for hypothesis testing (Hair et al., 2017). Chin (2010) recommended bootstrapping with 1000 samples when it came to the number of resampling (Chin, 2010). Nine hypotheses for the constructions have been developed in this study. T-statistics for all pathways were computed using the bootstrapping tool in SmartPLS 3.3 to assess the significance level. A significance level of 0.05, a two-tailed test, and 1000 subsamples was used in the bootstrapping. For the two-tailed test, the critical value for the significance level of 5% ( $\alpha = 0.05$ ) is 1.645 (Ramayah et al., 2018).

The value of the path coefficients has a standardized value between -1 and +1, according to the data in **Error! Reference source not found.** (Values from 0.14 to 0.485). Estimated route coefficients approaching +1 indicate strong positive associations, according to Hair et al., (2017), and the closer the number comes to zero, the weaker the relationships get. In the next step, toward conducting the T-test, relationships are found to have T-values of more than or equal to 1.645. Therefore, these relationships are significant at 0.05 for H1, H2, and H5. While H3 and H4 will be rejected. A summary of these findings is illustrated in **Error! Reference source not found.**

### **Third: The Coefficient of Determination ( $R^2$ )**

The next stage is to evaluate the model's predictive accuracy through the derived value of the coefficient of determination ( $R^2$ ). The value of  $R^2$  is linked to the model's predictive power and ranges from zero to one, with a higher value indicating a higher level of predictive accuracy (Hair et al., 2017). Using the SmartPLS algorithm, the value of  $R^2$  has been calculated as shown in **Error! Reference source not found.** Furthermore, Hair et al. (2017) detailed 3 different levels of  $R^2$  scores. If  $R^2$  is above 0.75 it will be considered as substantial, if  $R^2$  is above 0.50 it will be considered as moderate, and if  $R^2$  is above 0.25 it will be considered as weak, while if  $R^2$  below 0.25 it will be considered as unacceptable. As per Table 7, the scores of  $R^2$  for EP are considered as in substantial level as recommended by Hair et al. (2017).

**Table 7: The coefficient of determination ( $R^2$ )**

| Construct | $R^2$ |
|-----------|-------|
| EP        | .758  |

**Fourth: Assessment of the effect size ( $f^2$ )**

In this stage, the effect sizes ( $f^2$ ) have been evaluated. The value of  $f^2$  is connected to the relative impact of a predictor construct on endogenous constructs. According to Sullivan and Feinn (2012), aside from reporting the p-value, both the substantive significance (effect size) and statistical significance (p-value) are crucial to be reported (Sullivan & Feinn, 2012). Furthermore, to measure the effect size, a guideline set by Cohen (1988) has been followed (Cohen, 1988). Based on the study of Cohen (1988), the values of 0.02, 0.15, and 0.35 represent small, medium, and large effects respectively (Cohen, 1988). As it can be viewed in **Error! Reference source not found.**, H4 and H3 has  $f^2$  values less than .02 which indicated no effect at all, H1 and H2 have  $f^2$  values more than .15 which indicated medium size of effect, while H5 have  $f^2$  values more than .35 which indicated large size of effect.

**Fifth: Assessment of the Predictive Relevance ( $Q^2$ )**

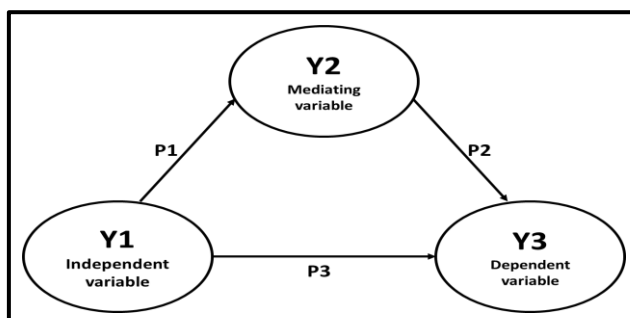
As the final step, the predictive relevance of the model has been assessed through the blindfolding procedure, as suggested by Hair et al. (2017) (Hair et al., 2017), Table 8 provides the  $Q^2$  value (along with the  $R^2$  values) of all the endogenous constructs. The  $Q^2$  value was above zero and therefore supported the model's predictive relevance regarding the endogenous latent variables as recommended by Stone (1974), Geisser (1974) and Hair et al. (2017). Finally, there was no issue associated with a single-indicator construct as a predictor construct in this study (Geisser, 1974; Hair et al., 2017; Stone, 1974).

**Table 8: The Predictive Relevance ( $Q^2$ )**

| Construct | $Q^2$ |
|-----------|-------|
| PER       | .492  |

**Sixth: the mediating effect of Organizational Commitment**

The mediation hypothesis was investigated once the direct effect was evaluated. The key feature of a mediating effect is that it involves a third variable that acts as a link between the “independent and dependent variables”. The effect of the Y1 (IV) on the Y3 (DV) is technically mediated by a third variable, Y2, which is referred to as the mediating variable or mediator (see Figure 4). When a researcher develops mediation hypotheses, he or she considers how an “independent variable” (Y1) influences a “dependent variable” (Y3) via one or more potential intervening factors, or mediators (Y2) (Preacher & Hayes, 2008).



**Figure 4: Mediating Paths**

As shown in and observed from, the current study presented 3 hypotheses were constructed in order to assess the mediating effect of “Employee Engagement” (EME). In the current study, the mediating effect analysis carried out using Smart PLS found the following:

In H5a: Organizational Commitment plays a significant mediating role on the relationship between idealized influences and Employee Performance.

In H5b: Organizational Commitment plays a significant mediating role on the relationship between inspirational motivation and Employee Performance.

In H5c: Organizational Commitment plays a significant mediating role on the relationship between Intellectual stimulation and Employee Performance.

In H5d: Organizational Commitment do not play a significant mediating role on the relationship between Individualized consideration and Employee Performance.

**Table 9: The results of PLS bootstrapping for the indirect effect**

| H   | Path           | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV) | P Values | 2.50% | 97.50% |
|-----|----------------|---------------------|-----------------|----------------------------|-------------------------|----------|-------|--------|
| H5a | II -> OC -> EP | .164                | .163            | .029                       | 5.634                   | .000     | .109  | .220   |
| H5b | IM -> OC -> EP | .162                | .160            | .038                       | 4.254                   | .000     | .088  | .241   |
| H5c | IS -> OC -> EP | .264                | .266            | .042                       | 6.228                   | .000     | .185  | .350   |
| H5d | IC -> OC -> EP | .016                | .018            | .024                       | 0.643                   | .520     | -.037 | .061   |

## 5. DISCUSSION

This research examines Idealized Influences, Inspirational Motivation, Intellectual Stimulation, and Individualized consideration to determine Employee Performance among the Libyan public banks. In addition, this study assesses the mediating effect of Organisational Commitment.

The relationship between Idealized Influence and Employee Performance was statically positive and significant. In the quantitative data analysis, Idealized Influence have 15.3% of predictive power ( $\beta$ ) in achieving high level of Employee Performance (with p-value below the cut-off point 0.05), which means the Idealized Influence affects the Employee Performance. Hence, H1 was supported. Speaking of the current study, Idealized Influence is established to be significantly affecting the Employee Performance in Libya. To avoid low level of

Performance in Libya, the Libyan public banks must encourage their employees to focus on the message conveyed to them from their leaders, especially how the employees perceive the role of their leaders. This result is in consistent with the previous published literature.

In line with the results of the present research, Rosli et al. (2017) did a study to determine if transformational leadership is being applied by women library leaders in Malaysian university libraries. In this research, four characteristics of transformational leadership attributes were identified: inspiring leadership, idealised influence, intellectual stimulation, and personalised consideration, all of which were shown to have an impact on organisational leaders' performance. The employees believed that women library executives exercised transformational leadership, as shown by the results. Respondents agreed that their leaders had transformational leadership skills, giving idealised influence the highest score and personalised considerations the lowest. Furthermore, there is a link between the effectiveness of women library executives in Malaysian university libraries and transformational leadership skills (one of which is Idealized Influence). This means that a leader with a high degree of transformational leadership abilities is more likely to do well at work (Rosli et al., 2017).

However, Ismail et al. (2019) conducted a study in Malaysian secondary schools to investigate the characteristics and level of female principals' transformational leadership (Idealised Influence, Intellectual Stimulation, Individualised Consideration, Inspirational Motivation), as well as the interrelationship between the leadership and perceived organisational politics and teachers' commitment. Female principals exercised somewhat elevated levels of transformative leadership, according to the findings. Female administrators were more likely to inspire and encourage instructors, but they exhibited less of their preferred leadership attributes. This research found that transformational leadership, as shown by their female leaders, and perceived organisational politics at their schools, may increase teachers' organisational commitment (Ismail et al., 2021).

The relationship between Inspirational Motivation and Employee Performance was statically positive and significant. In the quantitative data analysis, Inspirational Motivation have 19.4% of predictive power ( $\beta$ ) in achieving a high level of Employee Performance (with p-value below the cut-off point 0.05), which means the Inspirational Motivation affects the Employee Performance. Hence, H2 was supported. Speaking of the current study, Inspirational Motivation is established to be significantly affecting the Employee Performance in Libya. In practice, Libyan public banks can work on the inducement that increases follower's cognitive and behavioural patterns to accept challenging tasks and achieve desirable results in order to create a good Inspirational Motivation among leaders to ensure high level of the Employee Performance. This result is in consistent with the previous published literature.

Jiang, Zhao, and Ni (2017) conducted research to determine the degree of transformational leadership's influence on employee long-term performance (Idealized Influenced, Intellectual Stimulation, Individualized consideration, Inspirational Motivation,) as well as the mediating role of organisational citizenship behaviour. The findings showed that transformational leadership had a favorable impact on employee long-term performance, with the exception of inspiring motivation, which had an ambiguous impact on task long-term performance. As this

research discovered, inspirational motivation has no direct impact on long-term work performance. This conclusion might be due to the fact that project management activities are often entangled, and job fulfilment is increasingly dependent on team communication. As a result, rewards have little influence on long-term task performance (Jiang et al., 2017).

Furthermore, Top et al. (2020) investigated the impact of transformative leadership on employee performance in Iraq's Kurdistan area. This research discovered that transformative leadership has a considerable influence on staff performance. Transformational leaders' inspiring motivation has a favorable influence on staff performance in the area. As a result, it is recommended that company managers establish good communication and connections with workers in order to encourage them to achieve the company's goals (Top et al., 2020).

The relationship between Intellectual Stimulation and Employee Performance was statically positive but insignificant. In the quantitative data analysis, Intellectual Stimulation have only 7.6% of predictive power ( $\beta$ ) in achieving high level of Employee Performance (with p-value above the cut-off point 0.05), which means the Intellectual Stimulation affects the Employee Performance. Hence, H3 was rejected. Speaking of the current study, Intellectual Stimulation is established to be insignificantly affecting the Employee Performance in Libya. Employee Performance among public banks in Libya is highly depending on the leaders' ability to instil innovative and creative capabilities into followers as a way of building their critical thinking and problem-solving skills, therefore, the Libyan public banks must encourage their leaders to build strong knowledge on being good coach for their subordinates. This result is in consistent with the previous published literature.

For example, Abu Orabi et al. (2019) did a research in three Jordanian banks to investigate the impact of transformational leadership and its four components idealised influence, inspiring motivation, intellectual stimulation, and Individualized consideration on organisational performance. While transformational leadership and three of its components, inspiring motivation, intellectual stimulation, and Individualized consideration, were shown to account for 81.6 percent of the variance in organisational performance, idealised influence was not found to be a significant contribution. Leaders may need to focus on these transformational leadership attributes to improve organisational effectiveness (Abu Orabi, 2016).

In addition, Ogola et al. (2017) investigated the impact of intellectual stimulation leadership behaviour on employee performance in Kenyan small and medium businesses. The findings revealed a high positive and significant association between intellectual stimulation leadership behaviour and employee performance in Kenyan SMEs ( $r(194) = .722, p.000$ ) as well as a positive and significant relationship ( $r(194) = .722, t(194) = 14.444, p.000$ ). According to the findings, improved employee performance is attained when a leader encourages workers to think critically when dealing with challenges they experience at work, to take initiative, and to seek out new ways to approach their work and assignments (Ogola et al., 2017).

The relationship between Individualized consideration and Employee Performance was statically positive, however, it was statically insignificant. In the quantitative data analysis, Individualized consideration was found to have only 2% of predictive power ( $\beta$ ) in achieving

a high level of Employee Performance (with p-value above the cut-off point 0.05), which means the Individualized consideration have small and insignificant effect on the Employee Performance. Hence, H4 was rejected. Speaking of the current study, Individualized consideration is established to be insignificantly affecting the Employee Performance in Libya. When a leader is having empathy on the subordinates, and more importantly provides support for the individual development needs of followers, such acts can ensure the Employee Performance in Libyan public banks. This result is in consistent with the previous published literature.

Disagreeing with the findings of the current study, Dialoke and Ogbu (2018) conducted a study to investigate the relationship between transformational leadership (Idealized Influenced, Intellectual Stimulation Employee, Individualized consideration, Inspirational Motivation) and employee performance in a group of private secondary schools in Rivers State. Employee performance has a positive significant link with transformational leadership, according to the study. The findings of this study suggest that transformational leadership increases staff performance in Rivers State's private secondary schools, as measured by idealised influence, inspiring motivation, academic stimulation, and individual concern. Transformational leadership should be used by administrators at private secondary schools to boost staff performance (Dialoke & Ogbu, 2018). Furthermore, Top et al. (2020) investigated the impact of transformative leadership on employee performance in Iraq's Kurdistan area. This research discovered that transformative leadership has a considerable influence on staff performance. The Individualized consideration feature of transformational leadership has a favorable impact on employee performance. As a result, it is proposed that residential supervisors encourage workers to fulfil their job requirements independently. Furthermore, managers should be concerned about their workers' difficulties and requirements at work, and give them with relevant training to help them improve their performance (Top et al., 2020).

The relationship between Organizational Commitment and Employee Performance was statically positive and significant. In the quantitative data analysis, Organizational Commitment was found to have 67.2% of predictive power ( $\beta$ ) in achieving a high level of Employee Performance (with p-value below the cut-off point 0.05), which means the Organizational Commitment have significant effect on the Employee Performance. Hence, H5 was supported. Speaking of the current study, Organizational Commitment is established to be significantly affecting the Employee Performance in Libya, which means that when the employee is committed to the organization, his or her performance will be better. This result is in consistent with the previous published literature.

The purpose of Hendri's (2019) paper is to test the effect of organisational learning on employees' job satisfaction, the effect of organisational learning on the employees' organisational commitment, the effect of the organisational learning on employees' performance, the effect of job satisfaction on the employees' performance, and the effect of organisational commitment on employees' performance in a Limited Liability Company in West Kalimantan (Hendri, 2019). All of these hypotheses are intended to be tested in the context of the performance of employees working According to the findings of this research

project, a learning organisation has a significant impact, both positively and significantly, on work satisfaction and organisational commitment, but it has no significant impact on the performance of the employees. There is a direct correlation between an employee's level of commitment to their company and their level of job satisfaction (Hendri, 2019).

In H5a, the effect of the leaders' Idealized Influence on the employee performance will be slightly better have the leaders put in their mind the organizational commitment of the employees. In H5b, the employee performance will be better and solely affected by the Inspirational Motivation if the organizational commitment of the employees in high enough. In H5c, Intellectual Stimulation have an effect on the employees' performance only if it is mediated organizational commitment. In H5c, the effect of Individualized consideration on employee performance will not be mediating by organizational commitment. This result is in consistent with the previous published literature. In the research that was carried out by Suifan, Diab, and Abdallah (2017), the authors wanted to evaluate the impact of organisational justice on turnover-intention by looking at how organisational commitment and job satisfaction acted as mediating variables. In addition, the purpose of the research is to include all four aspects of organisational justice (procedural, distributive, interpersonal, and informational) in an effort to evaluate the model in a setting that is representative of a developing nation. The findings convinced everyone that none of the possibilities were correct. The most noteworthy finding was that it was shown that organisational commitment and work satisfaction both played a role in mediating the relationship between organisational justice and desire to leave the company. The relationship between the two variables was fully mediated by work satisfaction, although the influence of organisational commitment was only partially mediating (Suifan et al., 2017).

Moreover, Rachman (2021) wanted to investigate the elements that may lead to improved work performance among workers. This was the purpose of the study that they carried out. To be more specific, the purpose of the study is to investigate the effect that transformational leadership, competence, and job characteristics have on the performance of organic employees working for shipping organisations, both directly and indirectly through the medium of organisational commitment. The findings of the research provide more evidence that a direct relationship exists between transformational leadership, competency, and job characteristics and the level of performance achieved by organic workers. The findings of this research not only demonstrate the direct influence that transformational leadership, competency, and job qualities have on the performance of organic personnel, but they also indicate the indirect effect that organisational commitment has on this performance (Rachman, 2021).

## 6. IMPLICATIONS

In practice, this study has a number of practical implications for the Leadership of the Banking sector. The study suggests that with proper idealized influence from the leaders, the employee performance will be higher, therefore, putting this into consideration when training the leaders inside the Libyan public banks. Like what has been found previously by other researchers, the leaders' inspirational motivation is an essential element in employee performance, it means that with more meaningful messages conveyed between a leader and a subordinate, the employee



performance will be better. Moreover, intellectual stimulation of the leaders of the Libyan public banks is important, but it was proved as insignificant toward employee performance. However, Leaders in the Libyan public banks is lacking such a trait which is affecting the employee performance. Finally, Individualized consideration is also an important element when talking about the level of employee performance.

Moreover, organizational commitment should be considered in the discussion of the employee performance. The commitment of the employee within the organization in Libya, the prosperity of employee performance is ensured. First, idealized influence of the leaders will be slightly better affect the employee performance of the Libyan public banks when the employees are more committed to the organization. The same can be said on inspirational motivation and intellectual stimulation of the leaders and their effect on the employee performance when the employees are committed to the organization. However, Individualized consideration have no effect on the employee performance whether the employees are committed to the organization or not. The purpose of this study is to determine what factors are related to the Employees performance. The study included Idealized Influences, Inspirational Motivation, Intellectual Stimulation, and Individualized consideration as independent variables. In order to achieve better results from this study, the researcher has introduced Organizational Commitment as a mediating effect on the relationship between the variables. The target population for this study are employees working for Public Sector banks in Libya. This study suggests significant relationship between Idealized Influences, Inspirational Motivation, and Organizational Commitment from hand, and employee performance in the Libyan public banks from another hand, which support what was found in the majority of the previous published literature. But unlike the majority of the published literature, Intellectual Stimulation and Individualized consideration was found to be insignificant with employee performance in the Libyan public banks.

In addition, with regard to methodological implication, the study proposes a suitable model to guide answering the research questions and specifying the critical factors of the study. Moreover, the study follows an academic way to achieve the research objectives and answer the research questions. The methodology of the study contains many phases to achieve the goals. The review of the literatures relates to the Employee performance and Leadership traits, in the field of Human Resources Management, especially in Libya, in order to identify the theories and factors suitable to the area and environment of this study and build a research model.

Furthermore, the data collection started with designing and testing the questionnaires. In this study, the data were collected using quantitative technique by distributing the questionnaire to the respondents randomly via probability sample selection procedures, a pilot study was conducted. Finally, the study analyse the data and presents the findings' measurement and structural model analysis to test the relationship between dependent and independent variables and testing the research hypotheses using Smart PLS and IBM SPSS.

One of the most important theoretical implications that it will enrich the body of literature with a holistic study dedicated to the Libyan public sector banks to firmly conceptualize what are

the variables that affect the employee performance, which many studies were limited and did not include this aspect. Therefore, this study was well structured to bridge this gap and overcome the problem caused by this gap theoretically. In addition, including the Organizational commitment in the study as a mediating effect has drawn a new theoretical discipline, by highlighting how this variable could be integrated into the underpinning theories of the current topic, like Path-goal theory, Transformational leadership Theory, and Social Exchange Theory.

## 7. RECOMMENDATIONS

This study has a lot of potentials, many of them could be addressed here in order to make sure that future researchers are aware of them. Whereas, focusing on other banks (other than public banks) in Libya, like private banks as case study with systematic selection would generate different types of results on the factors that affect Employee performance in the Libyan public banks. Moreover, studying a larger sample size may return with more options in the analysis and results. In addition, following the mix methods (i.e., including the interviewing) as a methodology for future studies would spot the light on the employee performance and opinions that are worthy of studying.

Furthermore, in this study, Organizational commitment was considered as mediating variable while a good sum of studies considered studying the Organizational commitment dimensions as independent variables for the employee performance, it is recommended that the future studies may consider the Organizational commitment dimensions as part of holistic study and associate it with the employee performance. In the end, the researcher recommends redoing the same study but with other independent variables would come back with different determinants of the employee performance in the Libyan public banks. Since this study considered only public banks operating in Tripoli, the researcher recommends redoing the same study on different types of banks, especially private banks inside and outside Tripoli in the future.

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